Deploying Joint Capability

AFCEA C4ISR Conference San Diego

27 April 2005

RADM Jim Davidson, SC,USN, Retired

Chairman NDIA Logistics Division

Deploying Joint Capability

- What?
- Where?
- When?
- Why?
- How?

Deploying Joint Capability… What?

- Land…Army, Marines, SOF
- Sea… Navy, Marines, Coast Guard, SOF
- Air… Air Force, Navy, Marine,
- Coalition Forces
- Other agencies and NGO’s
- Connectivity

seamless integrated planning and execution

Deploying Joint Capability… Where?

- Forward Based…Europe…Korea…Japan…Mideast

- Expeditionary
  - Desert One
  - Bosnia Kosovo
  - OEF
  - OIF
  - Tsunami Relief

Be there or get there…fast

Deploying Joint Capability… When/Why?

- Humanitarian relief
- Presence.
- Deterrence
- Peacekeeping
- Stability operations,
- War,

Be quick…don't hurry…be there

Deploying Joint Forces… How?

- Forward Basing…Europe, Japan, Korea, Mideast
- Navy/Marines forward deployed…Sea Based
  - "L" ships…ESG's…or CBG's
- TRANSCOM…Deploy, Sustain, Redeploy
  - AMC
    - Air Lift Troops and Equipment…Units
  - SDDC
    - Surface transport units and equip and sustainment to POD
    - Operate worldwide ports
  - MSC…
    - Sea trans unit equipment and sustainment
    - MPS…MSC for Army, Marines…now Air Force
    - Navy Combat Logistics Fleet
- Sea Basing other forces…SOF…Army?
  - Kittyhawk…SOF for OEF Nov 2001

Deploy, sustain, Redeploy 1-4-2-1 and 10-30-10

Joint Expeditionary Capability Operations and Logistics

- Today…services plan and budget to support of COCOMs
  - Navy/Marines continuous since WWII
    - Forward deployed with established supply chain… continuous sustainment via underway replenishment and COD to carrier battlegroup Travel with stuff…but three supply chains to an L ship
  - Army
    - Must create supply chain from CONUS to/within theatre for troops and unit equipment…while moving forward
  - Air Force
    - New EAF Expeditionary Air Force… fly from conus base and/or ship troops and equipment forward to Diego Garcia or other location *if permitted*
  - DLA… Establishing forward supply depots Yoko, Guam, Sigonella, Bahrain, Kuwait …

Still Stovepipe Logistics, but getting joint

DOD Logistics

- History
- Now
- Future

DOD 1940s to 1990's

- Army supports army
- Navy supports Navy and Marine Air
- Marines support Marine ground
- Air Force supports Air force
- DLA supports all
- TRANSCOM (1987)…AMC, MSC, MTMC
- CINCS now COCOMS (1986)
- DISA Data Center Consolidation (1991)

By services …for the services, equip, train, support

DOD Logistics. Historical Basics

- Navy Logistics (1795)
  - Replenishment at Sea (1898)
  - Maintain indefinite presence
  - Continuous flow …beans, bullets, black oil…people and parts
- Army Logistics (1776)
  - Deployment and Sustainment
  - Host Nation support (if available)
  - Transportation and Distribution
- Marine Logistics (1795)
  - Deployed by Navy or Transcom
  - Marine Air… supported by Navy processes
  - Marine Ground…supported by Marine and Army processes
- Air Force Logistics (1947)
  - Self deployment and sustainment
- Defense Logistics Agency (1962)
  - Common Consumables
  - DOD wide requisition processing
  - DOD Distribution Depots (1990)
- TRANSCOM (1987)
  - Air lift (AMC)
  - Sea Lift ..ships (MSC)
  - Surface Trans ..ports operations , traffic management, containers (MTMC/SDDC)

By the services …for the services

Joint/DOD Standard Supply Process

- 1947 DOD Established
- 1950 Federal Stock Number system created…one item manager… one description
- 1952 First Computer for Navy Supply ASO Philadelphia
- 1955 Single Manager common commodities
  - Food and Clothing Medical Army
  - Electronics Air Force
  - Industrial Navy
- 1962 MILSRIP/MILSTAMP implemented DOD wide
- 1962 Defense Supply Agency
  - Single Manager common consumables
- 1962-2005 MILS format for all DOD Logistics systems
- 1991 Defense Logistics Agency mission expanded
  - Single manager all consumables
  - Single manager all DOD warehouses
- 2004 TRANSCOM Distribution Process Owner…MTMC now SDDC

DOD Standards and Processes

DOD vs. Commercial Logistics

- DOD Logistics
  - Services
    - retail supply
    - depot maintenance
    - Weapon systems support …*ILS*
  - Defense Logistics Agency
    - Inventory Management
    - Distribution Centers
  - TRANSCOM
    - Transportation
    - Distribution Process Ownership
  - OSD Focused Logistics and RFID and UID initiatives
- Commercial Logistics
  - Generally transportation including distribution.. FEDEX, UPS…3PL's
  - Automotive and aircraft industries similar to DOD Logistics..life cycle support
  - Industry defacto standards…UPC's (Universal Product Codes)
  - GPS tracking…trucks…ships…aircraft
  - Box tracking…FEDEX, UPS, …Amazon.com
    - ,

DOD Logistics similar…but different

Integrated Logistics Support

- Weapon Systems Support elements
  - LORA's… Maintenance Plans…Supply Support…provisioning. allowances…tech data…maintenance training…test equipment
- Traditional… service organic responsibility
- Now…more Contractor Logistics support…more PBL
- Now …"sense and respond" better links to industry
- Future… even more partnerships…. more connectivity

Still Big Integration Challenge/Opportunity

Sustaining Deployed Joint Forces

- Move…
  - Beans, Bullets, Black Oil…plus Bottled Water, bullet proof vests, boxes and bags of parts and BUSs (big ugly stuff)
  - From Factory to foxhole, or fantail with *Visibility*…last mile or last 100 miles… tuff
  - Retrograde back from foxhole to depot

Must establish pipeline and keep it full

The DLA Enterprise

FY01 Sales/Services:	$17B
FY02 Sales/Services:	$21.5B
FY03 Sales/Services:	$25B
FY04 Sales/Services:	$28B
FY05 Projection:	$28.7B

- Land/Maritime/Missiles: $2.7B
- Aviation: $3.4B
- Troop Support: $11.9B
- Energy: $7.0B
- Distribution: $2.6B
- Other: $1.1B

- ~95% of Services' repair parts
- 100% of Services' subsistence, fuels, medical, clothing & textile, construction & barrier materiel

Foreign Military Sales

- Sales: $813.8M
- Shipments: 501K
- Supporting 124 Nations

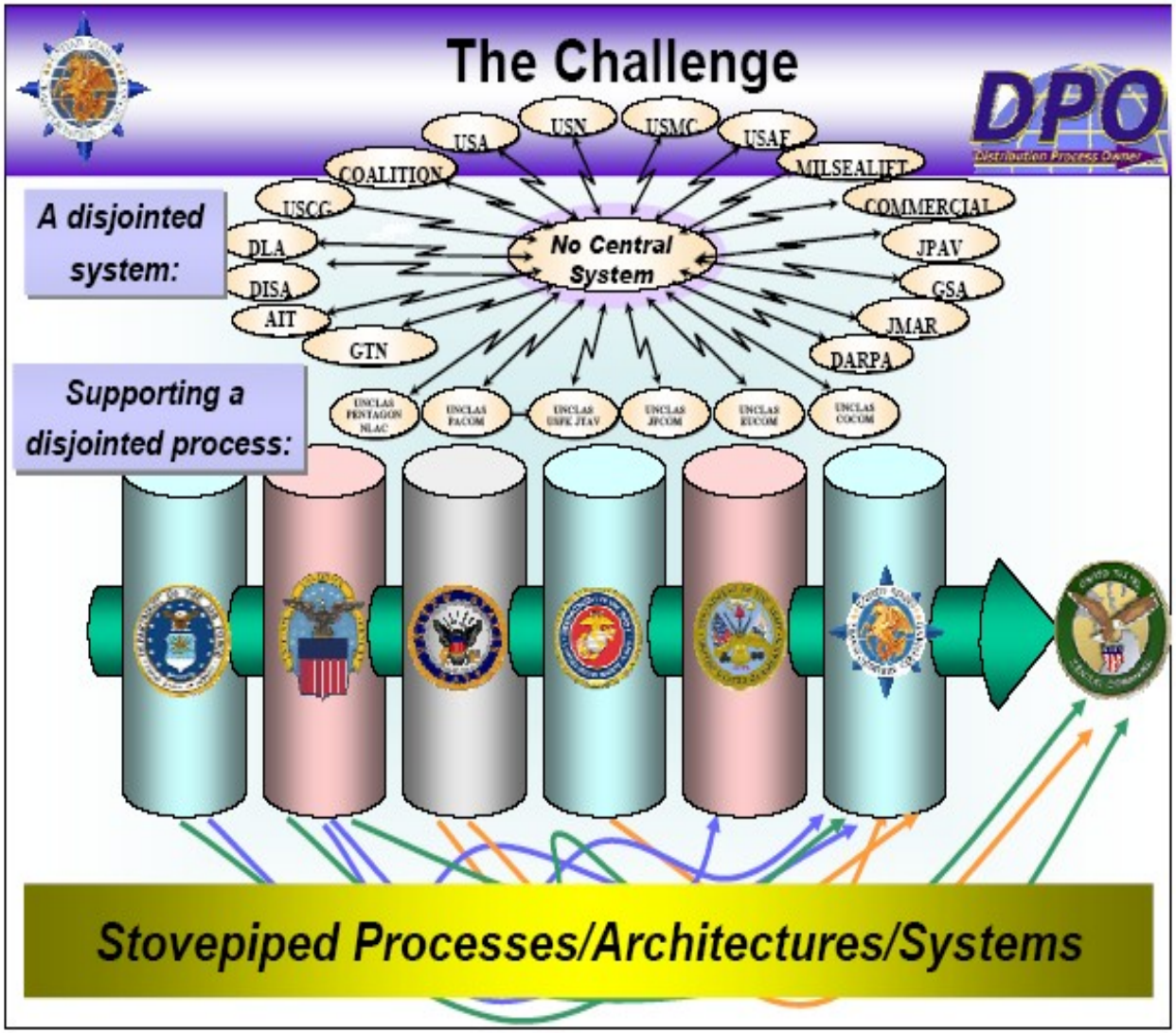
Scope of Business

- 54,000 Requisitions/Day
- 8,200 Contracts/Day
- #55 Fortune 500 – Above Northrop Grumman
- #2 in Top 50 Distribution Warehouses
- 26 Distribution Depots
- 5.2 Million Items
- 24.7M Annual Receipts and Issues
- 1411 Weapon Systems Supported
- 144.0M Barrels Fuel Sold (FY 04)
- $14.6B Annual Reutilizations/Disposals

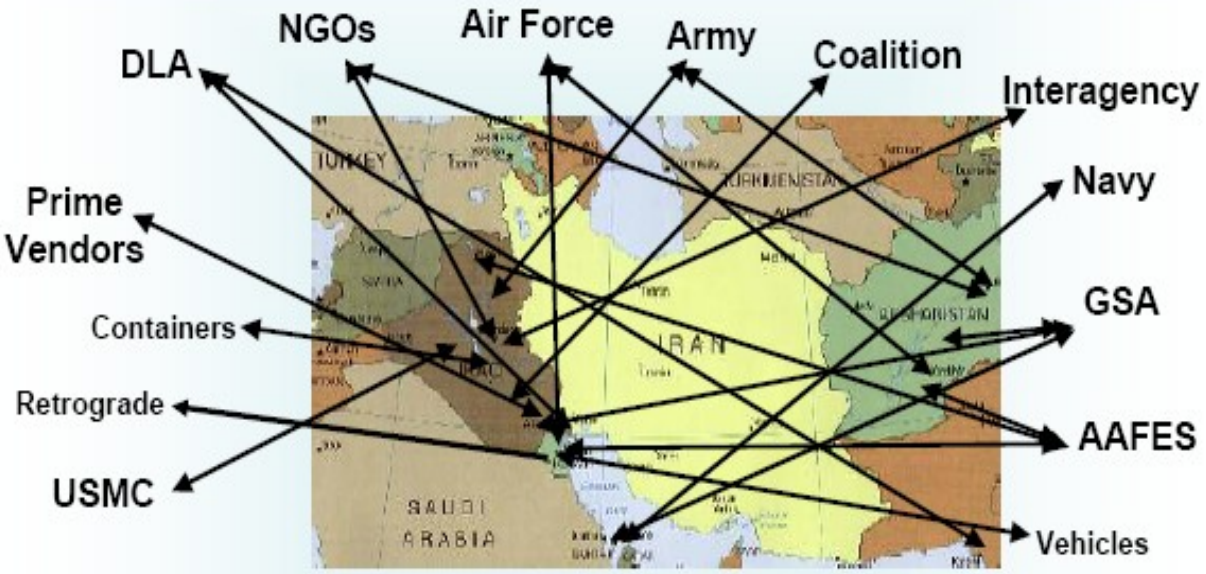
People

- 21,429 Civilians
- 528 Active Duty Military
- 615 Reserve Military
- Located in 48 States/28 Countries

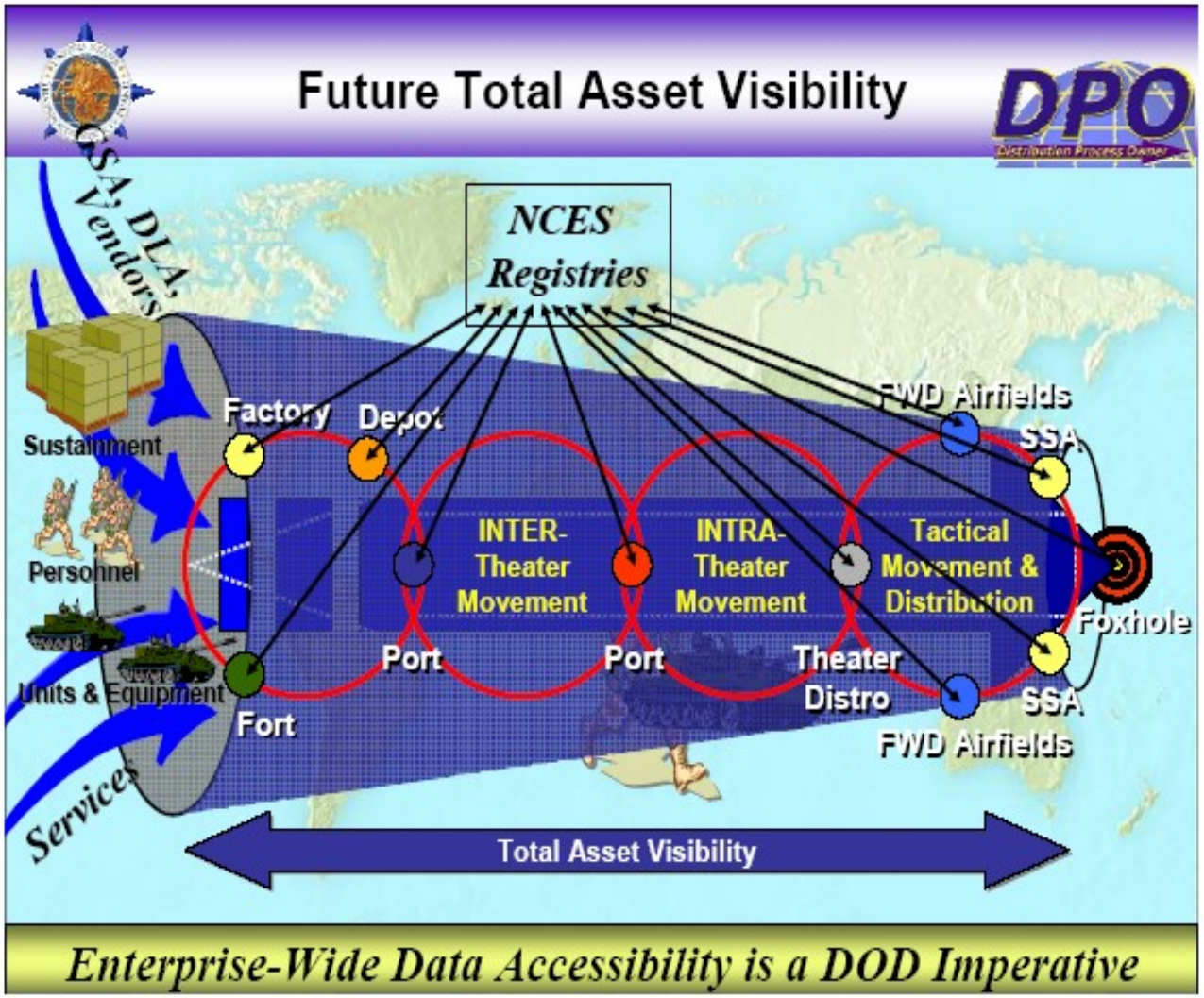
2


The Challenge
DPO
Distribution Process Owner
A disjointed system:
Supporting a disjointed process:
USA
USN
USMC
USAF
COALITION
MILSEALIFT
USCG
COMMERCIAL
DLA
JPAV
DISA
GSA
AIT
JMAR
GTN
DARPA
No Central System
Stovepiped Processes/Architectures/Systems

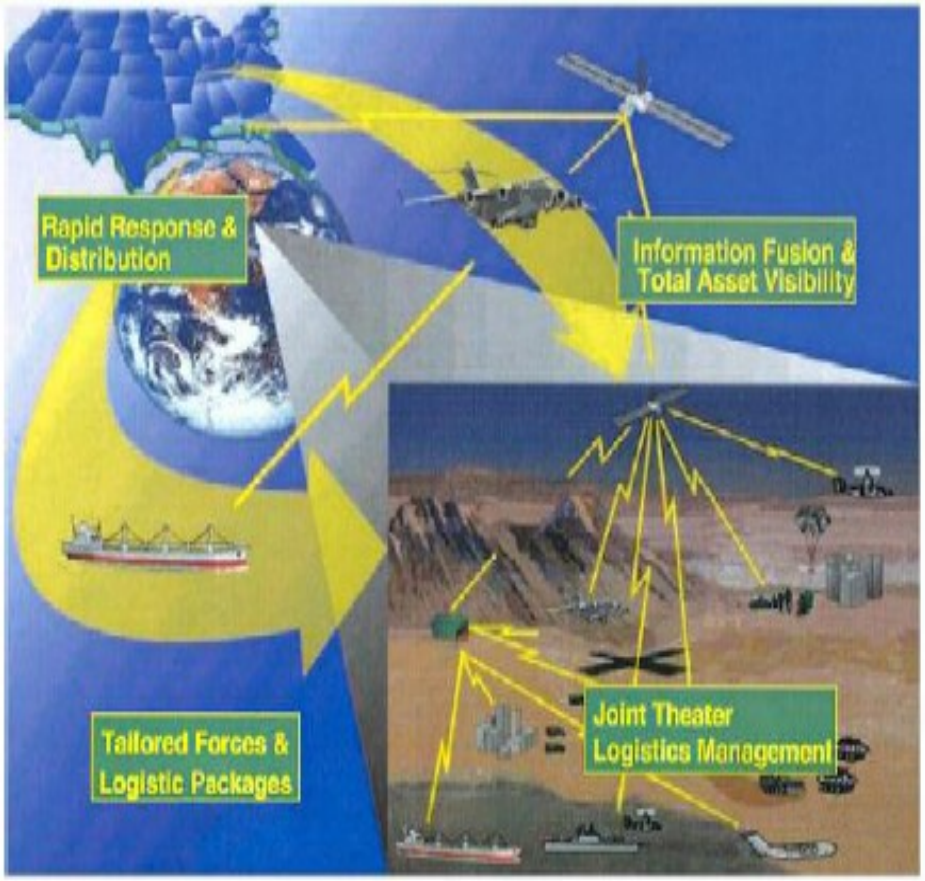
Distribution Challenge



Who's setting priorities? **Who's directing execution?**
Who's the receiver? **Who's metering the flow?**


Future Total Asset Visibility
DPO
Distribution Process Owner
NCES
Registries
GSA, DLA, Vendors
Sustainment
Personnel
Units & Equipment
Services
Factory
Depot
Fort
Port
Port
INTER-
Theater
Movement
INTRA-
Theater
Movement
Tactical
Movement &
Distribution
Theater
Distro
FWD Airfields
SSA
SSA
FWD Airfields
Foxhole
Total Asset Visibility
Enterprise-Wide Data Accessibility is a DOD Imperative

Asset Visibility is Vital in Achieving Desired Results for Focused Logistics


Rapid Response & Distribution
Information Fusion & Total Asset Visibility
Joint Theater Logistics Management
Tailored Forces & Logistic Packages

"Sense and Respond" logistics support

Deploying Joint Logistics IT Capability

- 1990's Numerous logistics IT studies and intiatives…
  - By OSD (ATL) and/or (Comp) OSD for OSD, JCS,DLA.COCOMS, and services
  - by the services for the services
  - 1991-1995 JLSC $1.8B
  - 1991-2005 TAV, ITV, and JTAVV and ITV separate service ERP's…Army, Navy (4), Marines, DLA, AF (TBD) 1997-2005
- What is new in 2005?
  - Roles and missions…TRANSCOM DPO with DLA
  - Warfare…asymmetric …joint…coalition…humanitarian, NGO's
  - Technology…commercial and military
  - Consider SOF the model for modular joint warfare
    - demands modular joint support…
    - demands joint and coalition interoperability
  - RFID and UID to enhance supply visibility and asset life cycles

just do it…joint

Deploying Joint Logistics…a vision

- Real time visibility of the flow of stuff at all echelons ..big boxes…little boxes
- Seamless integration of contractor logistics support and organic logistics support.
- Tailored support packages for small unit warfare
- Sense and respond…electronic decision making
- Distance support…move administrative workload to conus…technical analysis…requirements determination…exception response…financial accounting

Not New …But still needed …Still Opportunity

Deploying Joint Capability

Questions?